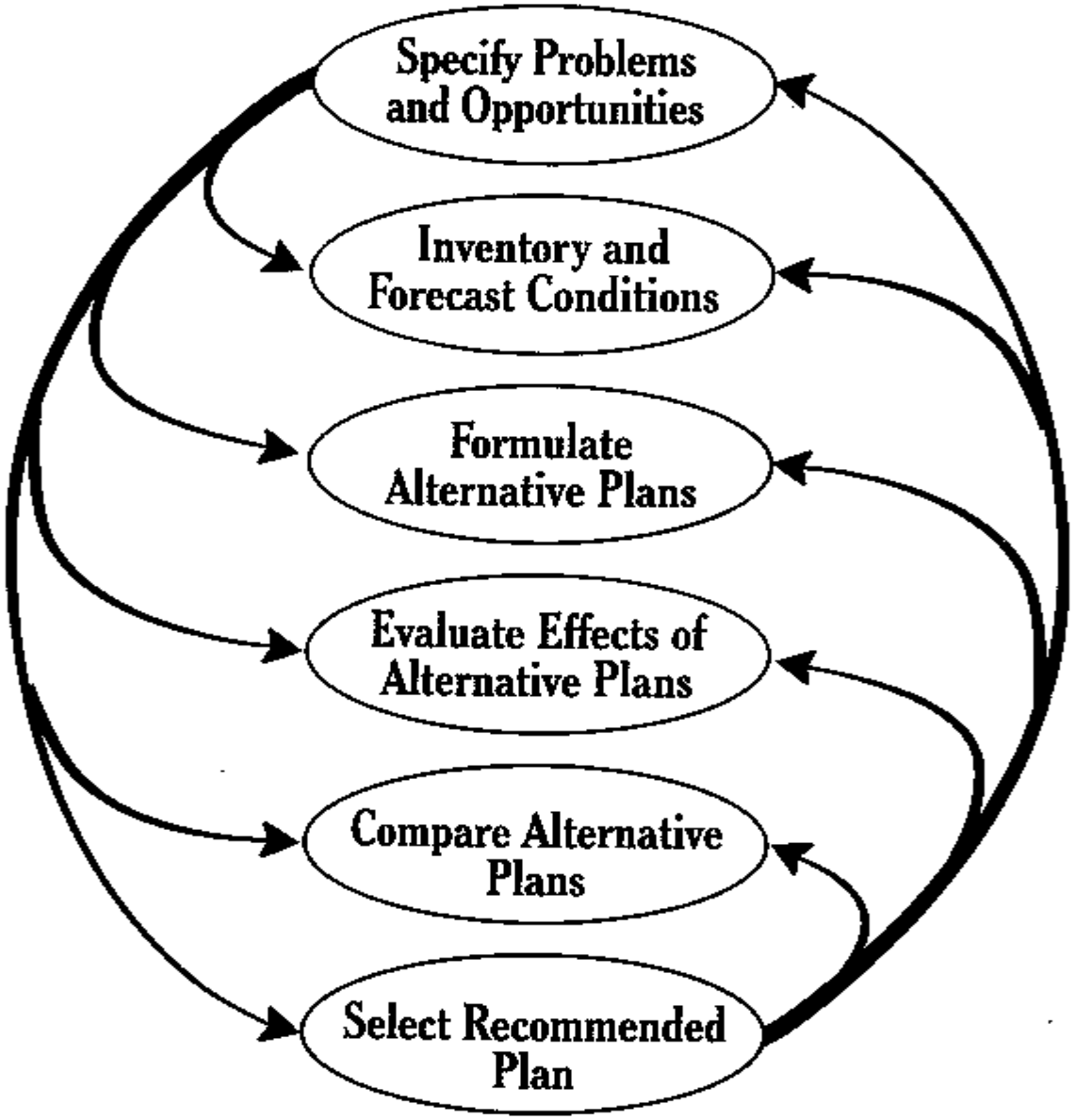
PLANNING PROCESS



Evaluation- Looking at a plan on its own merits.

Comparison - Contrasting the merits among plans.

EVALUATION STEPS

- Forecast “with plan” conditions.
- Compare “with” and “without” conditions.
- Characterize effects.
- Qualify plans.

EVALUATION STEPS

- *Forecast “with plan” conditions.*
- Compare “with” and “without” conditions.
- Characterize effects.
- Qualify plans.

"WITH" CONDITION

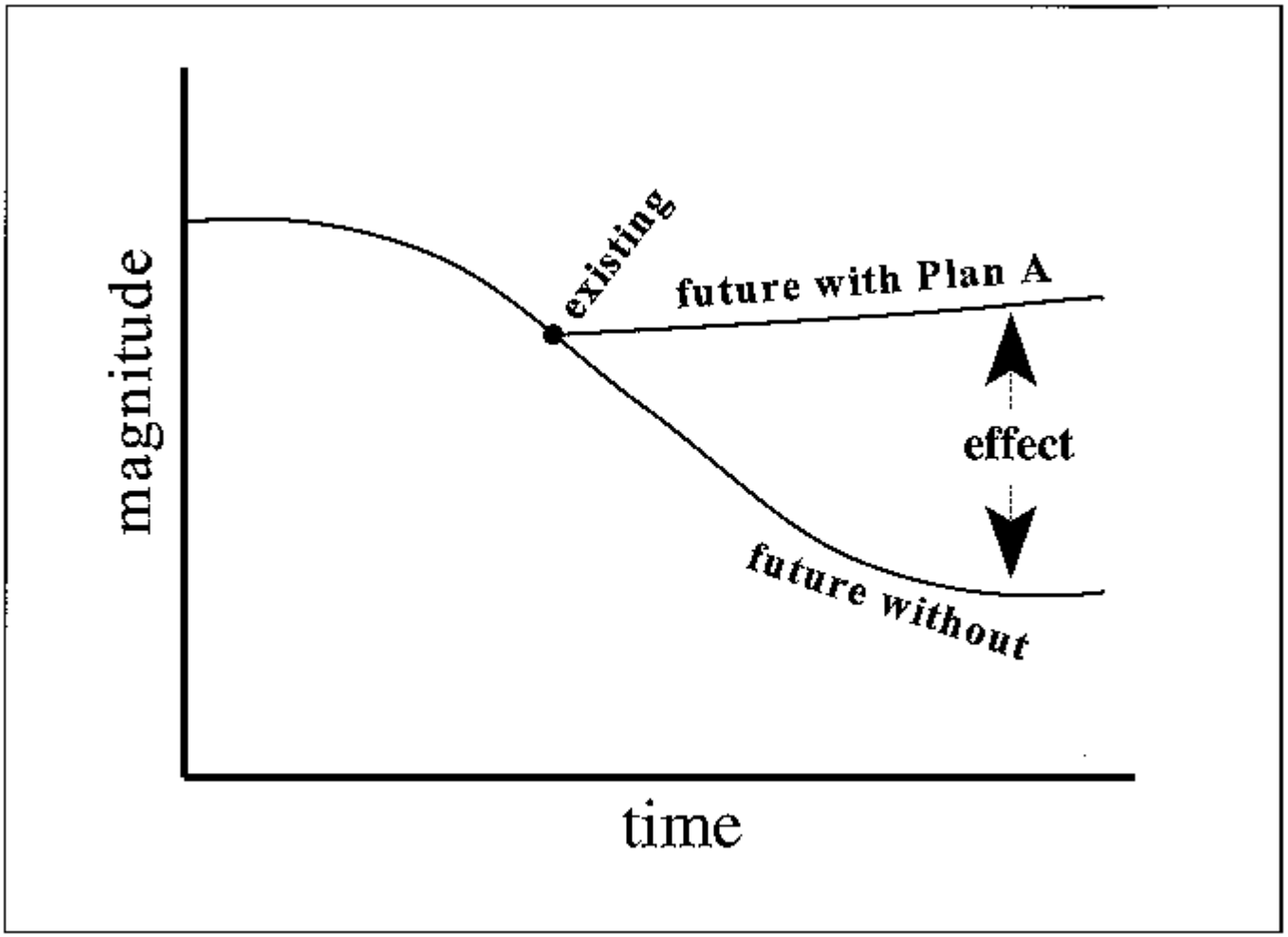
- Forecast of the future.
- "With" what? With a specific action to solve the problem at hand. Example: "With Plan X".
- Forecast what?
  - Objectives and constraints.
  - Other significant resources.

"WITH" CONDITION

- Accounts for both "without" condition changes (from the existing condition), and changes related to the action.
- Most likely condition if different futures are possible.
- Why? Effects (impacts) are based on comparisons of "with" and "without" conditions. (P&G 1.3.6)

EVALUATION STEPS

- Forecast “with plan” conditions.
- *Compare “with” and “without” conditions.*
- Characterize effects.
- Qualify plans.


magnitude
existing
future with Plan A
effect
future without
time

TYPES OF CONDITION COMPARISONS

- With against without.
- With against existing (before against after).
- With against target.

EVALUATION STEPS

- Forecast “with plan” conditions.
- Compare “with” and “without” conditions.
- *Characterize effects.*
- Qualify plans.

CHARACTERISTICS OF EFFECTS

- Magnitude.
- Timing and duration.
- Location.

- Beneficial vs. adverse.
- Intended vs. unintended.

EVALUATION STEPS

- Forecast “with plan” conditions.
- Compare “with” and “without” conditions.
- Characterize effects.
- *Qualify plans.*

QUALIFY PLANS

- Pass/fail screening - What effects cause plans to “fail”?
- Some screening criteria are universal givens:
  - P&G “four criteria”
  - Endangered species.
  - Cultural resources.
  - Others?
- Some screening criteria are study-specific:
  - Funding limit?
  - Relocations limit?
  - Others?

“Alternative plans… should be formulated in consideration of four criteria:

“(1) Completeness.

“(2) Effectiveness.

“(3) Efficiency.

“(4) Acceptability.”

Principles and Guidelines paragraph 1.6.2

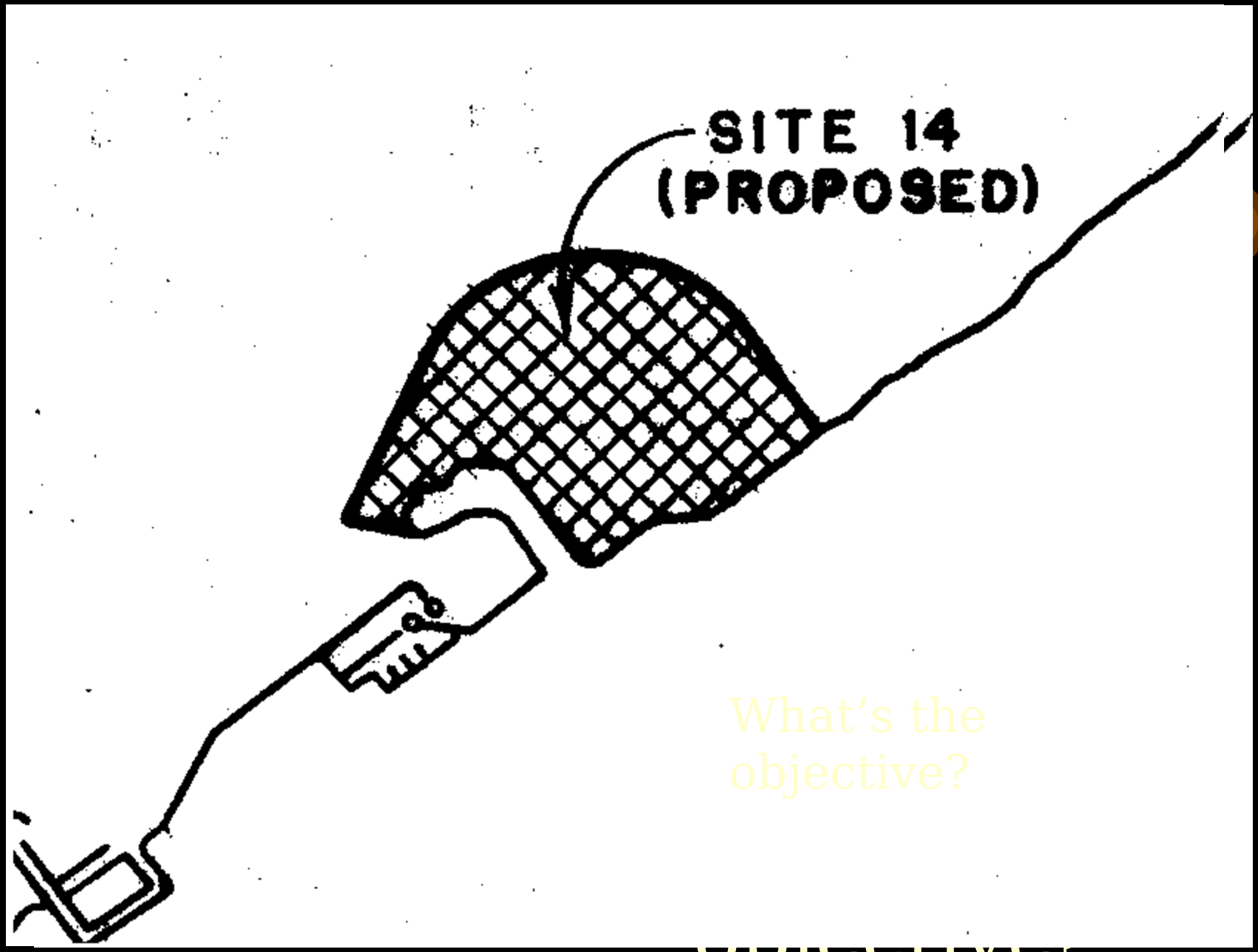
Note: Substitute “evaluated” for “formulated”.

QUALIFY PLANS

- Pass/fail screening - What effects cause plans to “fail”?
- Some screening criteria are universal givens:
  - P&G “four criteria”
  - Endangered species.
  - Cultural resources.
  - Others?
- Some screening criteria are study-specific:
  - Funding limit?
  - Relocations limit?
  - Others?

TYPES OF EVALUATION

- NED ‘benefits” (10 categories).
- Cost estimates (MCACES).
- Real estate appraisals.
- Fish and wildlife (HEP, etc.).
- Cultural resources (National Register).
- Water quality (Section 404).
- Regional economic development (RED).
- Other social effects (OSE).



What's the objective?

Objective?

PLANS	ACHIEVEMENT OF OBJECTIVE	OTHER EVALUATION

EVALUATION METRICS

- \+ - 0
- ranking, #1 through #N
- % of planning objective achieved
- make up a metric

COMPARISON STEPS

- Compare effects between and among plans.
- Describe differences between and among plans.
- Describe trade-offs between and among plans.

EVALUATION AND COMPARISON ANALYSES

- Benefit-cost analysis.
- Cost effectiveness and incremental cost analysis.
- Trade-off analysis.

- COMMENSURATION

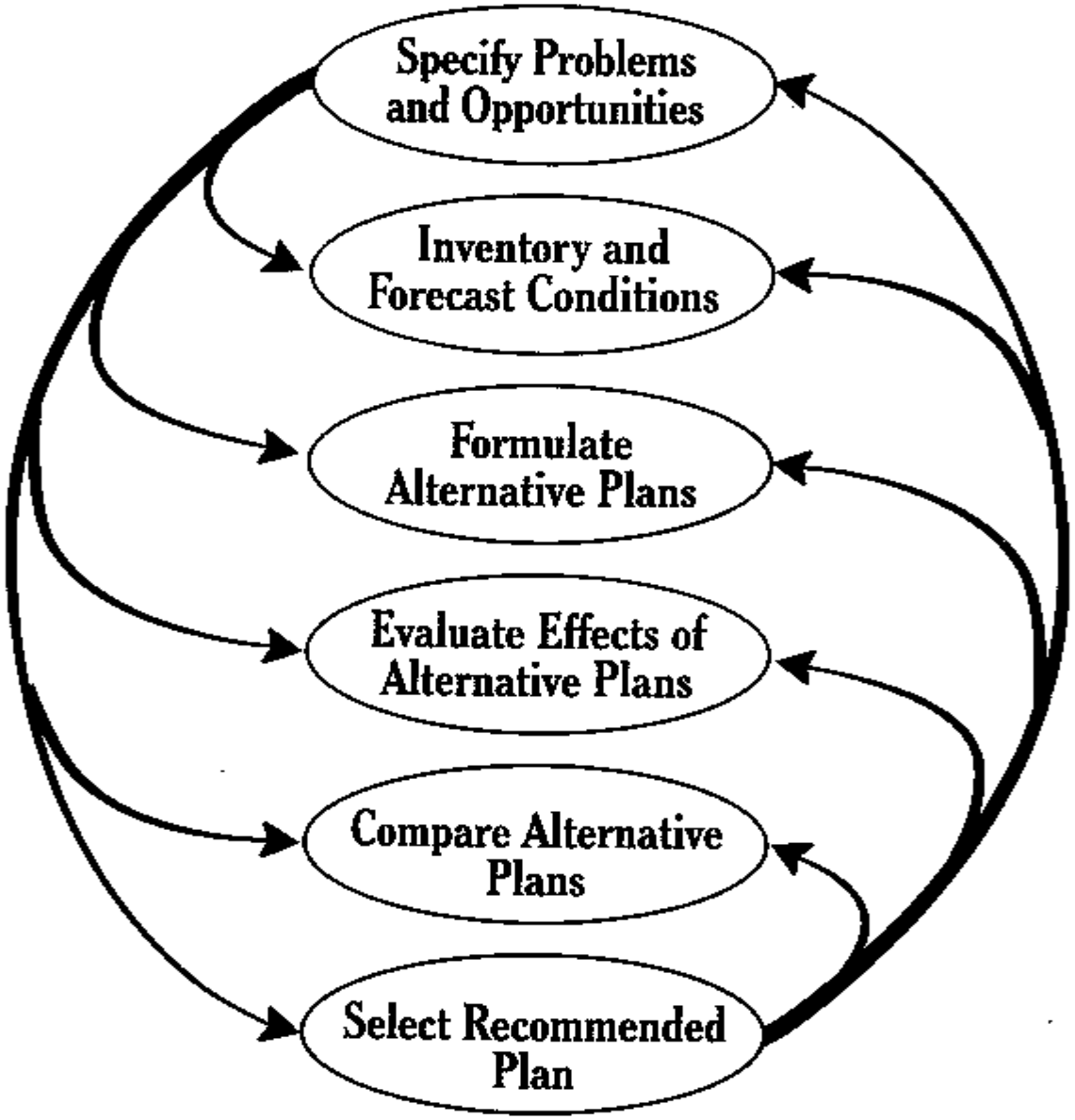
EVALUATION AND COMPARISON DISPLAY EXAMPLES

- 3-dot comparison display
- System of Accounts – short form
- System of Accounts – long form
- Box chart comparison display
- “Expert Choice” displays

EVALUATING AND COMPARING ALTERNATIVE PLANS
WHAT'S THE POINT?

- Evaluation looks at each plan; comparison looks among plans.
- "With and without" analysis is not the same as "before and after" analysis or "gap analysis".
- Evaluation and comparison are often hard to separate.
- All effects are not equally important.

PLANNING PROCESS



SELECTION

- Screening is an iterative activity based on criteria.
- Selection of a recommended plan is the final screening activity.

CRITERIA

- Bases for making decisions.
- What decisions?
  - Pass/fail, retain/delete, yes/no
  - Priority, rank, order
- When?
  - Early - “screening” decisions.
  - Late - “selection” decision.

CRITERIA

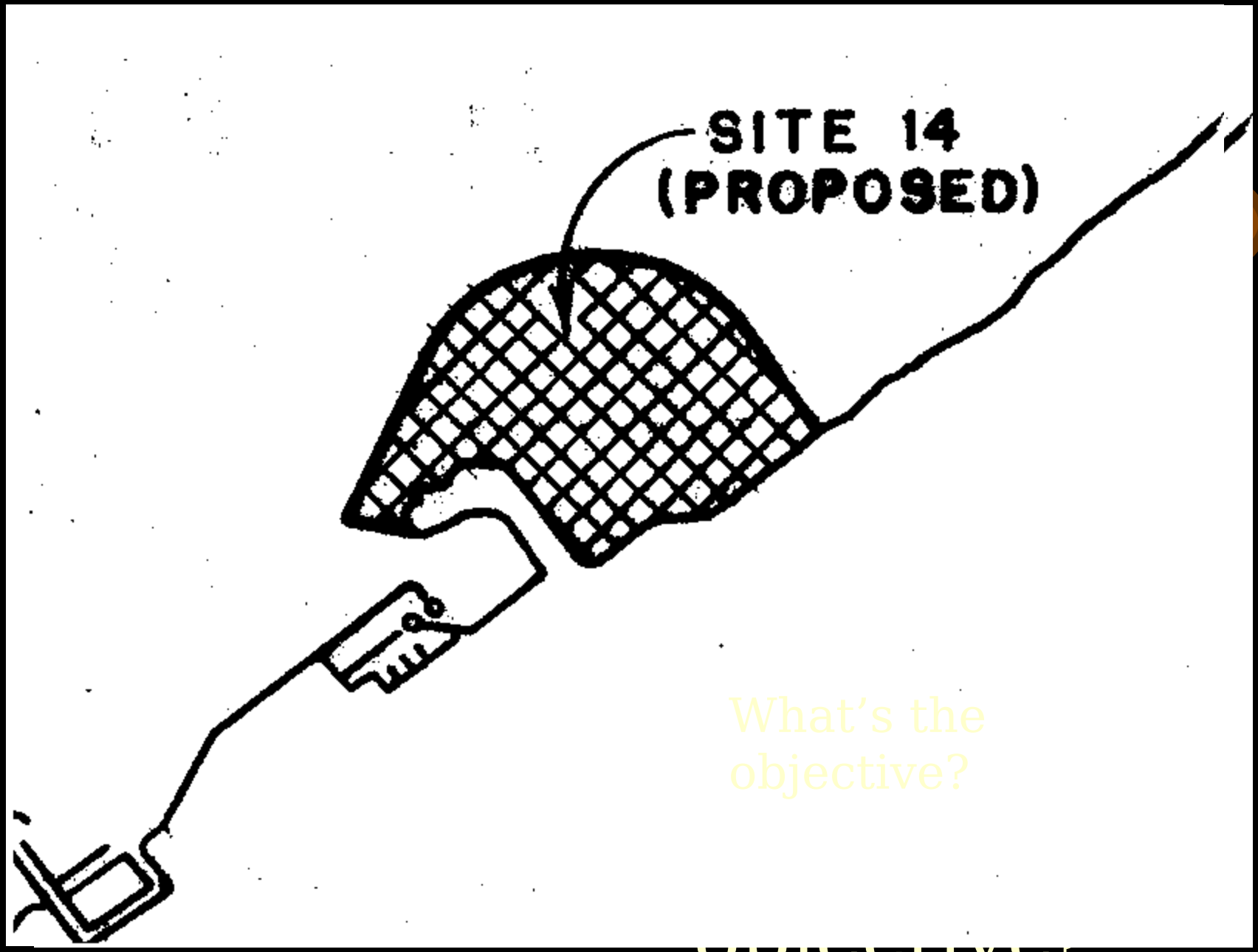
- Where do criteria come from?
  - Given - “four criteria”, “scoping”, NED
  - Unique for each study.
- Identify criteria BEFORE you make a decision.

DEFAULT SELECTION RULES

- No action.
- Civil Works
  - NED Plan, or…
  - NER Plan, or…
  - Optimum Tradeoff Plan.
- Other.

NED PLAN EXCEPTIONS

- Locally preferred plan less costly than the NED Plan.
- Locally preferred plan more costly than the NED Plan and sponsor is willing to pay the difference greater than the NED Plan.



What's the objective?

Objective?

SELECTING A PLAN WHAT'S THE POINT?

- You don't have to select the NED Plan, or the NER Plan, or the Optimum Tradeoff Plan, but have a reason if you don't.
- Different selection criteria will give you different recommendations.
- Plans don't go away, they're just not selected.
- Planners advise; decision makers decide.

PLANNING PROCESS